



*The
Story of a
Store*

The Story of a Store

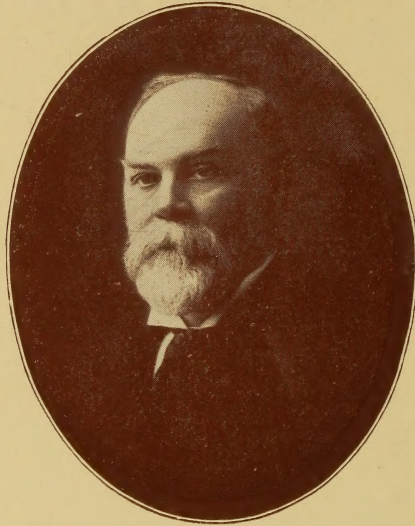


1869

THE **T. EATON CO** LIMITED
TORONTO CANADA

The Story of a Store

PERSONALITIES IN THE MAKING OF THE STORE



TIMOTHY EATON, THE FOUNDER
BORN 1834; DIED 1907.



SCARCELY a great enterprise had its foundation in principles so clearly enunciated as those which Timothy Eaton set forth in his first public announcement at the opening of the little Store in 1869. There were four salient points expressed thus:—"We propose to sell our goods for cash only; in selling goods to have only one price. Goods satisfactory or money refunded. No one is to be importuned to buy."

It is significant of the deep impress made by these principles on the business of merchandising that to this generation they no longer seem revolutionary. They have become part and parcel of our daily trade and traffic.

The Story of a Store



TIMOTHY
EATON
was in all
things a
man of



THE BIRTHPLACE OF TIMOTHY EATON NEAR
BALLYMENA, IRELAND.

clear-cut ideas, of well-defined theory and practice. From his early beginning in Ireland, from the little general shop at Portglenone he learned the gospel of hard work and industry which he later fulfilled in Canada in his general store at St. Mary's and in the great

business with its factories and warehouses in Toronto. Genius was in him, too, genius to seize opportunity, the power to grow as business grew, to leap ahead in conception and follow up in policy. Every page in the story of this Ulster pioneer bears witness to his instinct for success, his gift for choosing and keeping his lieutenants, of forging bonds of loyalty and inspiring achievement in others. Here

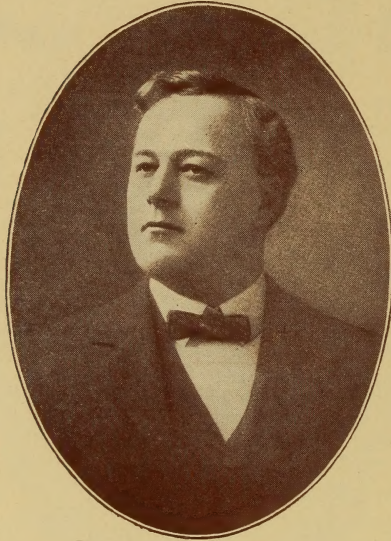
was a true man of destiny, his career founded on a bedrock of character, his life a fair, unsullied page of uprightness, just dealing and devotion to principle.



THE SHOP AT PORTGLENONE, IRELAND,
WHERE MR. EATON SERVED
HIS APPRENTICESHIP.

And his work lives after him in the Store which now covers an area of over 77 acres in Toronto and the East, including Hamilton, and of over 43 acres in Winnipeg and the West—a total of more than 120 acres—employs over 20,000 people, and which extends its activities over the whole world of commerce.

The Story of a Store

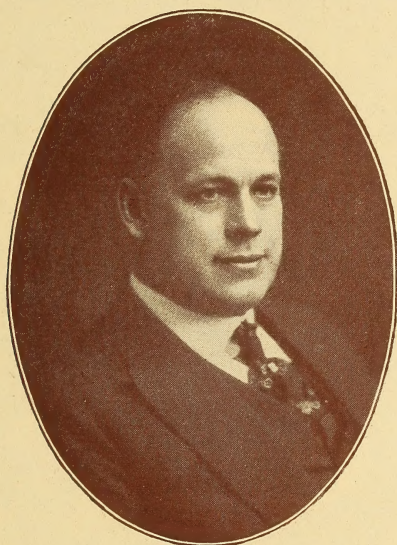


EDWARD YOUNG EATON, FIRST VICE-PRESIDENT,
BORN 1863; DIED 1900.



IN the natural sequence of events the successor to the office of president would have been Mr. Edward Y. Eaton, eldest son of Mr. and Mrs. Timothy Eaton. At the time of his death in 1900, "E. Y." held the position of First Vice-President, and was the expert on questions of organization, the originator of the C.O.D. system, and the presiding genius of transportation and delivery. The Eaton delivery waggons bear witness to his eye for color and design, and the pneumatic cash tubes stand as another evidence of the perfecting of system. To this capacity of carrying out detail was added that interest in the human cog of the machine that is common to the Eaton family. To Mr. "E. Y." the men and women were always greater than the mechanism

The Story of a Store



SIR JOHN C. EATON, PRESIDENT,
BORN 1876; DIED 1922.



STEEPED in the very spirit of the Store from the age of six onward, Sir John served an arduous apprenticeship in various departments, and worked as a regular employe for his pay envelope, that he might understand the conditions and the method of the institution which he inherited.

Along with his love of sport and speed, of physical effort and athletic prowess, Sir John possessed a kindness and a love of the human race which expressed itself both in organized philanthropy and private benevolence.

Under his regime in the Store were established the minimum wage, the short working day, the Boys' Club and the Girls' Club.

Institutions to benefit by his munificence are the Toronto General Hospital, University of Toronto, Victoria College, Winnipeg General Hospital, Y.M.C.A., Navy League, Patriotic and Red Cross Funds.

The Story of a Store



SIR JOHN EATON WITH HIS FAMILY.

(Christmas Card from Lady Eaton to the employes in memory of Sir John Eaton, December, 1922.)



DURING the war, each married man in the employ of the Company received full pay and each single man half pay for his complete term of patriotic service abroad. Sir John Eaton also equipped the Eaton Machine Gun Battery, placed his yacht with wireless apparatus at the disposal of the Government, and rushed a relief train to the scene of the Halifax disaster. The model road from the Humber Bridge to Cooksville on Dundas Street is another witness to Sir John's practical sense of citizenship, and he shared with his mother in the erection of the Timothy Eaton Memorial Church.

In his fifteen years of presidency, his personality left its mark upon the Store. A spirit of geniality and willing co-operation was abroad, and though rigid discipline was necessary and enforced, the individual was given full scope to pool his ideas in a common partnership.

The Story of a Store

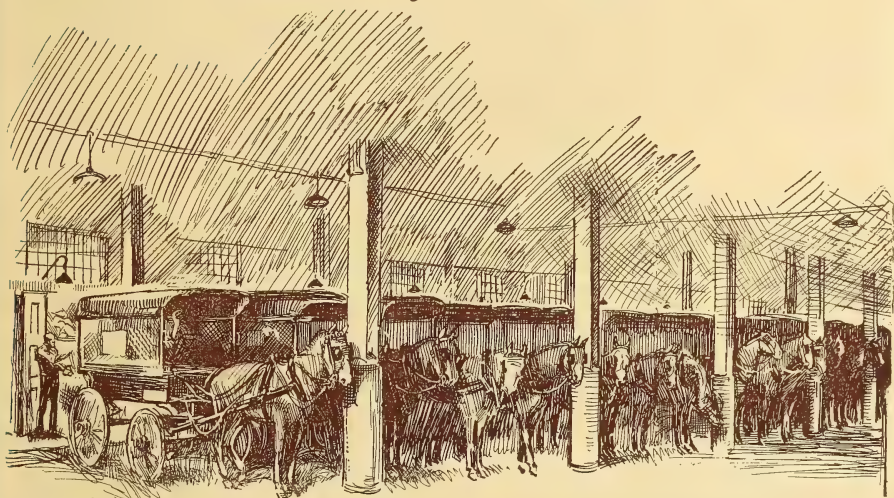


ROBERT Y. EATON, PRESIDENT.

“**M**R. R. Y.”, nephew of Timothy Eaton, and now presiding over the fortunes of the firm, owns the same Antrim origin as his uncle. He, too, was of a farming family, but a visit from his uncle turned his purpose towards the Store in Canada.

Mr. R. Y. Eaton first learned the workings of the business machine in the London Office of the Company, where he started his apprenticeship in 1897, and later in the Paris Office. In 1902 he came to Toronto and was shortly after—in 1904—appointed Secretary. Following the death of Mr. Timothy Eaton in 1907 Mr. R. Y. Eaton became a Director and First Vice-President of the company. After Sir John's death in 1922, Mr. R. Y. Eaton was elected President of the firm, which position he now holds.

The Story of a Store



LOADING THE WAGGONS AT ONE OF THE PRESENT DELIVERY DEPOTS.



IN the early days the staff comprised twenty salespeople and a man with a waggon and pony for a regular delivery service. Mr. Eaton himself did the European buying. Advertising was carried on by means of handbills. Merchandise was displayed in the doorway as well as the windows. Carpets were hung from second floor windows in Oriental fashion. Store hours were from 8 a.m. to 6 p.m. each day, and on Saturday from 8 a.m. to 10 p.m. Customers flocked to the store whose maxim was "Goods satisfactory or money refunded", and found that their trust in the reliability of its merchandise was well founded. Long before the days of a research bureau for chemical analysis, it was Mr. Eaton's habit to see that all goods were as represented, and no evasions with regard to quality or contents were tolerated.



THE FIRST DELIVERY WAGGON DRAWN BY THE PONY "MAGGIE."

The Story of a Store

(BELOW). THE
QUEEN ST. EN-
TRANCE AS BUILT
IN 1886.



(ABOVE). 190 YONGE ST. AS IT
APPEARED IN 1883.



Y 1883 the trade of T. Eaton & Co. had outgrown the original store, and accordingly a new site was purchased at 190 Yonge Street, with a frontage of 52 feet and a depth of 96 feet, and a new Store with plate-glass windows and a large interior well for light was opened.

Steps in the ladder of success were the printing of the first Eaton Catalogue in 1884, and with it the beginnings of a Mail Order Department, the installation of the first telephone in 1885, and in 1886 the adding of a Queen Street section to the Store, giving a 31-foot frontage and a depth of 184 feet. A passenger elevator was installed—more for demonstration than for use, but necessary in a Store whose custom involved a staff of 150.

The years up to 1895 saw the institution of Friday Bargain Day to relieve the pressure of business on Saturday, the addition of a James Street section to the Store, the beginning of Eaton manufacturing in the making of whitewear, the transforming of the firm into a Limited Stock Company—known by its present name—The T. Eaton Co., Limited,—the opening of an Eaton buying office in London, and the addition of an Albert Street section to the Store.

The Story of a Store



MAIL ORDER BUILDING, TORONTO

Store and Mail Order. Two weeks after its opening it was found that another story, the sixth, would be essential, and since then two more stories, two large wings, an eight-story Mail Order Building and a power house have all been added.

1907—the year of Mr. Timothy Eaton's death and the beginning of Sir John Eaton's presidency—saw the further extension of the Toronto Store, and from then till 1914—date of the outbreak of war—the story is one of growth and expansion.



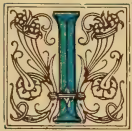
ANOTHER tangible evidence of development occurred in 1901 when the Mail Order Catalogue was printed for the first time on Eaton presses. This out-of-town trade, embracing the whole country side, continued to grow until, in 1903, the Mail Order Department moved into its own building, and, in 1909, was organized with separate stocks of merchandise.

A gigantic step forward was taken in 1905 with the opening of the Eaton Store in Winnipeg—a block 266 feet by 490 feet situated in the heart of the city. Credit for this venture on a large scale is due to the late Sir John Eaton—then First Vice-President. The Winnipeg Store began with a staff of seven hundred employes, and combined both



READING CUSTOMERS' LETTERS IN THE MAIL ORDER

The Story of a Store



IN 1916 the Eaton system spread still further West with the building of a distributing warehouse in Saskatoon and, in 1918, a similar warehouse was opened in Regina. The Maritime Provinces were given a distributing centre with the building of a Mail Order Branch at Moncton, N. B.

The war years of 1914 to 1918 witnessed much patriotic endeavour, the enlisting for military service of over 3,000 employees, the assistance of the War Loan



THE FAMOUS BERNARD PARTRIDGE CARTOON "CANADA," USED IN MANY STORE CAMPAIGNS DURING THE WAR

campaigns and Government bonds by advertising space and window displays.



FLAG AND STATUARY USED TO DECORATE FRONT OF STORE ON THE OCCASION OF THE PRINCE OF WALES' VISIT TO TORONTO

The Story of a Store



MRS. TIMOTHY EATON
OPENS THE DOOR.

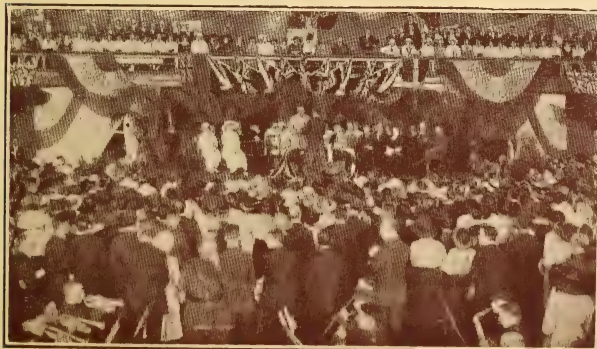


THE year 1919 was devoted to a celebration of the Store's Golden Jubilee. With a golden key, Mrs. Timothy Eaton unlocked the doors of the Store on the morning of Thursday, January 2nd, thus inaugurating a year of pageants and tableaux, displays of the industrial processes of fifty years ago, of fashions, house furnishings, and so forth. In June of that year a formal presentation to Sir John Eaton, from the employes, took place in the Armories. In his name the X-ray Wing in

the Hospital for Sick Children was erected and a cot was endowed, to be called the Sir John Craig Eaton Cot. This great demonstration of good will seemed an omen for a long



EMPLOYES WELCOME MRS. EATON.



EMPLOYES' PRESENTATION TO SIR JOHN EATON.

and successful life, but fate decreed otherwise, and Sir John Eaton's career was cut short by illness in 1922. The next large concourse of Eaton employes paid tribute at the memorial service in the Timothy Eaton Church when all Toronto gathered to honor a merchant prince.



WINNIPEG
STORE



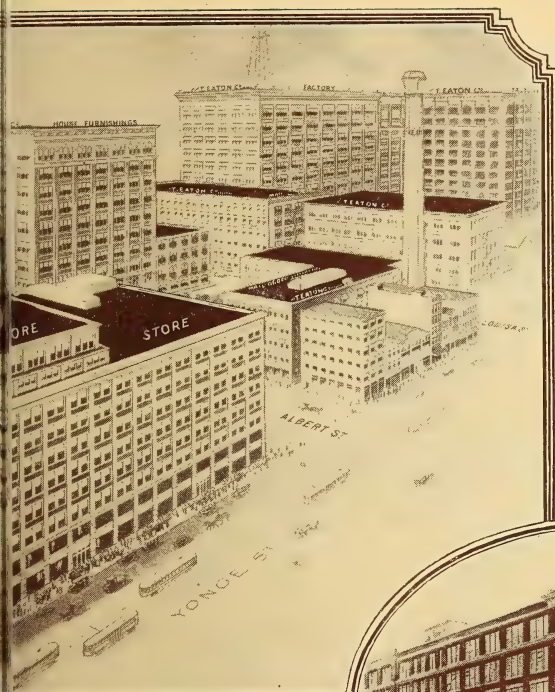
TORONTO STORE, MAIL ORDER



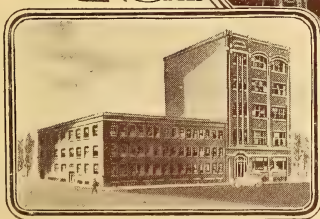
WINNIPEG
MAIL ORDER



REGINA
MAIL ORDER



ER AND FACTORIES



ASKATOON
MAIL ORDER

MONCTON
MAIL ORDER



HAMILTON
FACTORY

The Story of a Store



UNDER the presidency of Mr. R. Y. Eaton, the Store continues to expand. In February, 1923, builders began work on the latest extension to the Store—three new stories added to the original Yonge Street building. Less tangible perhaps, but a further indication of the boundless possibilities of a great enterprise, was the Spring Exhibition of Merchandise which, in March, 1923, presented for the first



ONE OF THE STORE SHOW WINDOWS WITH HORSE SHOW SCENE.



FIGURE BY LEON BAKST, WHO LECTURED IN 1923, UNDER THE AUSPICES OF THE T. EATON CO. Ltd.

time a display in which fashions, house furnishings,—every department of the Store—had a share and each rivalled the other in headline attractions. The coming of Leon Bakst—world-renowned artist and designer—to lecture in Massey Hall under the auspices of The T. Eaton Co., Limited, emphasized the importance of this occasion, as did an earlier visitor, Paul Poiret,—couturier, of Paris,—who lectured in the Royal Alexandra Theatre under the same auspices in 1913.

If one may augur the future from these indications of prosperity, there is outlined a story of further growth not only in bricks and mortar, but in value to the life of community and country.



FIGURE BY PAUL POIRET, WHO LECTURED IN 1913, UNDER THE SAME AUSPICES.

The Story of a Store

THE STORE—ITS BRANCHES AND TRIBUTARIES



THE principles of its founder are still the mainspring of the Store: One price only; Goods satisfactory or money refunded; Buying and selling for cash; No one importuned to buy; Merchandise correctly represented. That these principles should function smoothly involves an elaborate mechanism. The whole

buying organization stands behind the statement—one price only. Buying for cash, buying in quantity, buying direct from manufacturer or from our own factories; buying with a finger on the pulse of the market; all combine to lower the initial cost. On the Store's Adjusting Bureau, and the adjuster in each department, hinges the responsibility of carrying out the statement—Goods satisfactory or money refunded. Buying and selling for cash is self-explanatory, and is another factor in the lowering of prices. Salespeople are trained by the Staff Service Department in methods and merchandise, in courtesy and service, but are instructed not to pester customers to buy. Behind the axiom—Merchandise correctly represented—stands the system of research and inspection: the Research Bureau, the Merchandise Office

and the Advertising Department. Prime factors in the selling of merchandise are advertising and display. "Eaton's Daily Store News," in the morning and evening papers, is literally a diary of the Store, a barometer of fashion, and a bulletin of values.



STAFF SERVICE CLASS ROOM

The Story of a Store



No pains and no expense are spared to make the Eaton advertisements readable, entertaining, artistic and useful—and to see that the merchandise fulfils the description. A staff of over forty—writers, artists, “set up” men, proofreaders, etc.—carries on the business of city advertising. In the evening papers advertising is for the most part confined to moderately-priced goods and special values, while the morning paper covers a wide field with its news of clothes and furnishings, its special pages for the June bride or the *debutante*, the holiday maker, the sportsman, its suggestions of gifts for weddings and Christmas-time, its correspondence from the New York fashion writer, its “You Were Inquiring” column and “From a Woman’s Standpoint”—both written by The Scribe. The artists of the Advertising Studio are responsible for the illustration of these daily pages, for the posters that appear throughout the Store and the many sketches in booklets and news sheets issued from time to time.



WHEN SANTA CLAUS COMES TO
EATON'S



The Story of a Store



IN THE RESEARCH BUREAU



SHOPPERS BUSY AT LETTERS TO
OUT-OF-TOWN CUSTOMERS.



TO check all statements made by the Advertising is one of the functions of the Research Bureau, whose whole laboratory is devoted to the analysis of textiles, food stuffs, gems, metals and so on. The entire aim of the Research Bureau is to see that merchandise is to the smallest detail exactly as advertisement, catalogue, or salesperson represents it to be.

The Shopping Service grew out of the Inquiry Column in the daily papers, and shops by proxy for women all over the country, for invalids and busy housewives. The Shoppers not only buy, but suggest and advise as the customer wishes. On the large scale they equip institutions, hotels and hospitals, and in more personal mood are consulted as to trousseaux, layettes and school outfits.

In close connection with City Advertising is the Store Display Department, which takes care of the show windows, arranges all the elaborate schemes of decoration throughout the Store, carries through such entertainments as the Santa Claus parade—one of the year's great events to Toronto children—arranges Fashion displays, demonstrations and lectures.

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EATON FACTORIES

Toronto, Hamilton, Montreal

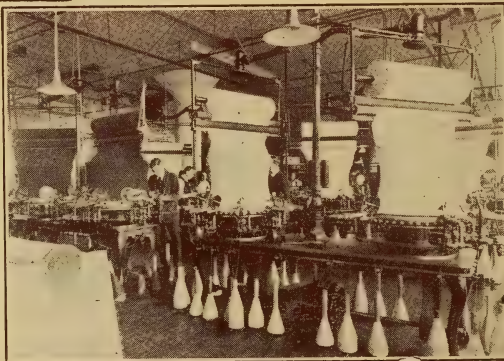


TORONTO FACTORY—
LOOKING WEST ALONG
TERAULAY STREET.

staff of designers and an immense aggregation of workers by the piece and by the week. The factories themselves are great airy buildings full of sunshine, with fire-proof walls and smoke - proof stairways. The workers have the same



CAN a list of articles produced in Eaton factories. It includes clothing for men, women and children, knitted goods, corsets, thread, embroidery, neckwear, furs, harness, furniture, school books, toilet preparations, drugs. This mass production involves factories in three cities, a



KNITTING JERSEY
CLOTH IN THE
HAMILTON FACTORY



MAKING SHIRTS IN THE TORONTO FACTORY

care by the Welfare Organization and the same privileges as the salespeople in the Store.

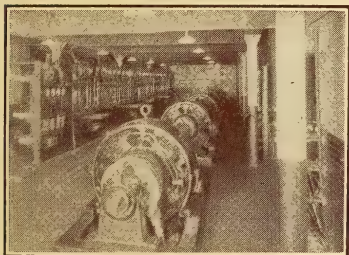
The entire product of these factories is bought by the Store and Mail Order, so that no

The Story of a Store

salesmen are employed, and the cost of production is cut to the minimum. The growth of the factories is surest testimony to the worth of their products. The first twelve-storey factory was built in 1909, a six-storey building in 1913, the second twelve-storey factory on Teraulay Street in 1917. Montreal factory in operation since 1909. Hamilton factory established 1915, additions 1916 and 1919.



HOUSE FURNISHINGS BUILDING, CORNER ALBERT AND JAMES STS.



LIGHTING THE STORE AND HOUSE FURNISHINGS BUILDING.

MAIL ORDER

Toronto, Winnipeg and Moncton

IN a country where distances are vast and population thinly scattered, the Mail Order business acts as pivot for the life of the people, and Eaton's Mail

Order Catalogue is a household word with the habitant and the farmer, in the mining town and the construction camp. It is an involuntary force in the education of the immigrant, and a tie with civilization for the backwoodsman. From a prosaic pile of brick goes an unending procession of parcels to every corner of the



BUTTER-MAKING AT THE STORE.

The Story of a Store



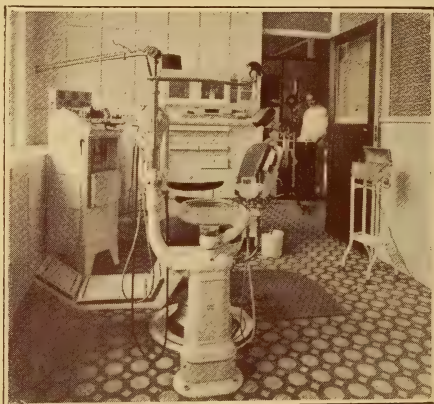
COVER OF MAIL ORDER CATALOGUE USED IN CONNECTION WITH JUBILEE CELEBRATION

country. Toronto, Winnipeg and Moncton are centres for an immense volume of Mail Order business, and



THE STORE HOSPITAL.

the issuing of the bulky catalogue twice a year unlocks a floodgate of orders. The Mail Order now has its own complete stocks of merchandise, divided into departments just as in the Store. It prepays all charges on exchanges and gives Free Delivery on all orders of \$5.00 and over, with



DENTAL SURGERY FOR THE EMPLOYEES.

the exception of heavy goods, which are shipped freight paid. Solidly behind it—always feeding the organization—stand the Eaton factories, the chain of foreign buying offices, and animating Mail Order, as well as factories and Store, in the spirit of the founder and his successors—the Eaton ideal of store-keeping.

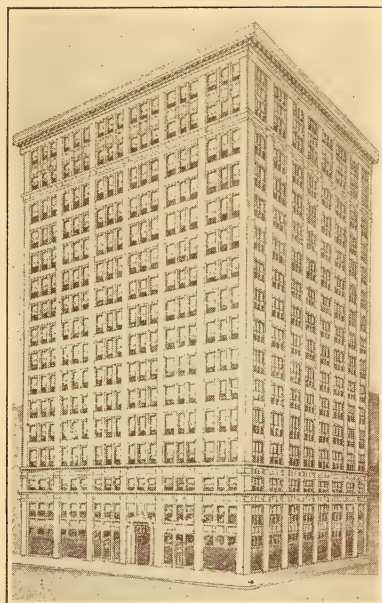
The Story of a Store

THE BUYING OFFICES



BUYING and selling must always be the first function of the Store, and an organization of this size spreads its tentacles all over the world and is fed in scores of ways. Buying offices in London, Paris, New York, Leicester, Manchester, Belfast

and Montreal, represent The T. Eaton Co., Limited, as ambassadors at foreign courts do their countries. The Canadian buying office with its



WHERE NEW YORK OFFICE IS LOCATED

as guides to Department managers on their seasonal buying trips, and carry on the routine of packing, shipping and transportation.

Thus it will be seen that the advantages of these foreign buying offices are manifold, facilitating not only the purchase of the merchandise, but its prompt and seasonable arrival at the Store. They afford also a personal, permanent barometer of the commercial conditions of the country in which they are located.



LONDON OFFICE

headquarters in the Toronto Store, forms a centre for Made-in-Canada merchandise. Watching fashion, scrutinizing markets, the Eaton buyers who man these offices act as advance post for the Store at home,



PARIS OFFICE

The Story of a Store



TAKING A PLUNGE AT THE EATON BOYS' CAMP.

SERVICE AND OFFICES



LIKE barnacles on the hull of a ship, and yet each with their purpose

are the various offices

which the Store involves—the Exchange Offices—which provide the machinery for exchanging goods not satisfactory. The Adjusting Bureau, which rights mistakes and settles difficulties; the Telephone Offices and City Order Department, which does the city customer's shopping; the Deposit Account, for both customers and employes; the Transfer Office, where those shopping with a transfer card may pay for purchases; the Postal Station, on the Main Floor, for the convenience of shoppers. Another and important part of the Store's equipment is the Welfare Department, with its nurses, its two hospitals—one in the Store, the other in the factory—its X-ray and dental clinic.



SCENE AT SHADOW LAKE WHEN LADY EATON

The Story of a Store



CLUB AND CAMP LIFE

(ABOVE). ENJOYING LIFE AT THE EATON
GIRLS' CAMP AT SHADOW LAKE.

(RIGHT). SCENE AT SHADOW LAKE WHERE
GIRLS' CAMP IS LOCATED.



N the wintertime the life of the women employes centres about the Eaton Girls' Club, which maintains a cafeteria and rest

rooms, gymnasium and swimming tank, conducts classes for education and recreation, and acts as a friendly social rendezvous. The Eaton Players—a new dramatic organization—gave their first performance here in April, 1923. A camp for girls at Shadow Lake, near Stouffville, Ont., was opened in June, 1923, as a holiday resort for those who love the outdoor life, while the Boys' Club has its camp at Victoria Park on the outskirts of the city.



AND THE MANAGERS WERE GUESTS OF THE GIRLS' CAMP.

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TIMOTHY EATON MEMORIAL CHURCH

(Erected in memory of Mr. Timothy Eaton by Mrs. Timothy Eaton and Sir John Eaton.)

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TURNING POINTS

- 1869—T. Eaton & Co. opened in Toronto.
- 1877—Second floor of Store obtained.
- 1883—Removal to 190 Yonge Street.
- 1884—First Eaton Catalogue printed and beginning of Mail Order Department.
- 1886—Saturday afternoon closing for July and August. Queen Street section added. Bargain Day inaugurated.
- 1889—First James Street section added.
- 1890—First Eaton manufacturing—making whitewear.
- 1891—Firm becomes a limited stock company—The T. Eaton Co., Limited. Six o'clock closing extended to Saturdays.
- 1893—Eaton buying office opened in London. Albert Street section added.
- 1895—Store closed at six o'clock during Christmas week.
- 1898—Paris buying office opened.
- 1900—Mr. John Craig Eaton becomes Vice-President of the Company on the death of his brother, Mr. Edward Y. Eaton.
- 1901—Catalogue printed on Eaton presses.
- 1903—Mail Order moves into own building on Albert Street.
- 1904—Daily closing at 5 o'clock.
- 1905—Opening of Winnipeg Store.
- 1907—Mr. John Craig Eaton becomes President of the Company on the death of his father, Mr. Timothy Eaton. Store extended north on Yonge Street to Albert Street.
- 1909—Mail Order organized with own stocks of merchandise.
- 1914—Hour of Store opening 8.30 a.m. instead of 8 a.m.
- 1916—Distributing Warehouse opened at Saskatoon, Sask.
- 1919—Full day holiday with pay on Saturdays of July and August. Building of the Mail Order Branch at Moncton, N.B. Celebration of the Store's Golden Jubilee.
- 1922—Death of Sir John Eaton. Mr. R. Y. Eaton succeeds to the Presidency of the Company.

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STORE CONVENIENCES

Rest Room, with Nursery adjoining,—Third Floor—Albert St.

Frolic Park—a playground for children. Sixth Floor.

Free Parcel Check Room in Basement.

Post Office and Information Bureau, Main Floor, Centre.

Lost and Found Offices in Basement.

Adjusting Office in each Department.

Georgian Room, Ninth Floor

Lunch Room and Cafeteria, Fifth Floor.

Pay Telephones on every floor, conveniently located beside stairs and elevators, so that customers may telephone without loss of time.

A system of local and inter-department Telephones, which promotes quick service.

Large blocks of Elevators and Escalators provide safe and easy transportation from floor to floor.

Mail Order Catalogue, issued in the Spring and Fall of each year, to cover all Mail Order Merchandise. The Printing Department prints this and many other circulars and booklets—also the Ontario Public School Text Books.

The Shopping Service, with its staff of experienced women, shops for customers who are out of town or too busy to come to the Store and whose wants cannot be filled by the Mail Order Catalogue.

The City Order Department takes telephone orders of purchases for the customer in all departments of the Store.

The Deposit Account provides a means of shopping without a purse. The customer who deposits at the D.A. Office is given an Account Number, and all purchases—by telephone, mail, or in person—are delivered as paid. A good rate of interest is allowed and an itemized statement is issued each month.

